LESSON 3

INTELLIGENCE AND POLICY

Introduction

Purpose

This lesson

wFocuses on the importance of intelligence to the policymaker, including how the U.S. intelligence community currently supports policymakers

wAcquaints you with potential threats and how intelligence is adapted to support effective decision making

wExamines the future of the intelligence community in a changing world structure

Importance of Studying Intelligence

As a Marine Corps officer, you should be familiar with the importance of intelligence in the formulation of national strategy as well as the limitations and capabilities of intelligence.

Relationship to Other Instruction

wThis lesson introduces you to how to use intelligence to assess threats to national security. With this information, you will be able to effectively analyze military issues related to warfighting in each of the remaining courses.

wWhen you study *Operational Level of War* (8803), *Warfighting From the Sea* (8804 through 8808), and *Operations Other than War* (8809), you will find that intelligence on the battlefield is critical. Intelligence is an essential ingredient in the commander's efforts to win wars.

Study Time

This lesson, including the issues for consideration, will require about 3.5 hours of study.

Educational Objectives

Strategic Intelligence	State the significance of strategic intelligence to the policymaker and to the operational commander. [JPME Area 4d]
Capabilities/ Limitations of the Intelligence Community	Assess the general capabilities and limitations of the intelligence community's ability to support the policymaker in the post cold-war world. [JPME Area 4d]
Strategic Warning	Judge the significance of strategic warning for an effective national and military strategy. [JPME Area 5b]
Joint Approach to Strategic Intelligence	Explain the need for a joint approach to strategic intelligence. [JPME Area 5b]
JPME Areas/ Objectives/Hours (accounting data)	4/d/1.0 5/b/1.0

Lesson Overview

Introduction	wSound decisions and a coherent strategy require as much accurate knowledge as possible about the current world environment and potential adversaries, whether economic competitors in a peaceful environment or antagonists in a hostile arena.

wNational intelligence produces information and analysis to support policy-making functions.

wFinished intelligence on potential threats allows greater accuracy in determining the intentions and capabilities of those adversaries. |
| **What Is Intelligence?** | wIn theory, intelligence identifies threats and helps clarify options consistent with strategy. Strategy determines what capabilities are developed and maintained.

wNational intelligence is primarily current intelligence. The National Military Strategy (NMS) tends to list **possible** worldwide threats rather than focusing on **probable** threats using strategic intelligence. This practice leads to focusing on unlikely worst case scenarios rather than the likely threats and the options for combating them. |
| **Intelligence Failure** | A true intelligence failure occurs when one or more stages of the intelligence process (collection, analysis, production, and dissemination) cannot complete the tasks necessary to the production of timely, accurate intelligence on an issue important to national interests. Intelligence failures took place before Pearl Harbor, before the fall of the Shah of Iran in 1979, and before India's nuclear test in 1998. |

Current and Projected Threats to U.S. National Interests

Current and Projected Threats

The United States faces a wide range of current and projected threats to its national interests. These include

wRegional conflicts--to include ethnic, national, and religious conflicts
wWeapons of mass destruction--nuclear, chemical, and biological (NBC) production/proliferation
wRegional, interstate, and domestic tensions that could lead to interstate war (major domestic instability): India and Pakistan, Korea, the Persian Gulf
wRegional and international terrorism
wInternational criminal organizations including drug cartels
wLocal human rights violations and conditions of oppression
wEnvironmental concerns
wEconomic concerns
wEpidemic diseases including AIDS
wPopulation crises, economic migration, and/or political refugees
wTechnological issues

Required Reading

- Davis, Jack. "Advice to Intelligence Officers: Increasing the Policy Utility of Analysis Collection." This reading is located immediately following this lesson, pp. C-3 to C-6. This paper was written for the Intelligence for the Command and Staff College at the Marine Corps University. It addresses relations between intelligence providers and users at the national level.

- McCarthy, Mary. "The National Warning System: Striving for an Elusive Goal," *Defense Intelligence Journal*, Vol. 3, No. 1, Spring1994, pp. 5 to 19. This reading is located immediately following this lesson, pp. C-7 to C-15. This article addresses the premise that the intelligence community's primary mission is to issue warnings based on credible evidence and to give them early enough for the policymaker to take action.

- Young, Jay. T. "Reengineering U.S. Intelligence." *Brassey's Mershon American Defense Annual, 1996-97*, Chapter 2, pp. 28-57. This reading is located immediately following this lesson, pp. C-17 to C-46. This article takes a critical look at the core branches of U.S. intelligence agencies. After a review of the strategic competencies of the intelligence community, there is a number of organizational challenges brought to light. Most notably, the need for technological change and a cultural transformation. Young asserts that the end of the Cold War presents and ideal opportunity to reshape the nation's intelligence community.

- Treverton, Gregory F. "Case Study in Intelligence: The Fall of the Shah of Iran." Kennedy School of Government, 1988. This reading is located immediately following this lesson, pp. C-47 to C-66. This case study examines the events that led to the fall of the Shah of Iran and how his downfall was considered a foreign policy disaster for the United States.

For Further Study

Supplemental Readings

The readings listed are **not** required. They are provided as recommended sources of additional information about topics in this lesson that may interest you. They will increase your knowledge and augment your understanding of this lesson.

w*Joint Electronic Library*. Internet Web Site: http://www.dtic.mil/doctrine/

wJoint Pub 2-0, *Joint Doctrine Intelligence Support to Operations*, May 5, 1995.

Issues for Consideration

Strategic Intelligence	What role does strategic intelligence play in developing national strategy?
Intelligence Failures	Why are there intelligence failures? What can be done to foster an effective intelligence environment that will avoid such situations?
General Capabilities and Limitations	What are the general capabilities and limitations of the intelligence community in support of the policy maker?
Current and Projected Threats	What are the current and projected threats to U.S. national values and interests? How must the intelligence community adapt itself to meet the challenge posed by these threats?
Warning	What is strategic "warning," and how can it be optimized?